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OFFICER RESIGNATION SURVEY

THE FIRST YEAR

BY

LIEUTENANT COLONEL B.J. HODGE

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OFFICER RESIGNATION SURVEY

THE FIRST YEAR

by

Lieutenant Colonel B.J. Hodge

August 1988



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*R.S. Collyer*  
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Lieutenant Colonel  
Commanding Officer  
1st Psychological Research Unit

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**Abstract**

An earlier report examined the data from the first year of the Officer Resignation Survey. Responses from 290 officers are involved. Results confirm the findings of an earlier preliminary report and are consistent with other findings in the area.

As early as late 1984 the Office of the Military Secretary - Army (MS-A) introduced a survey of officers resigning their commissions from the Australian Regular Army. That survey took the form of a "Reason for Resignation" questionnaire to be submitted with each officer's letter of resignation. The questionnaires were submitted through each officer's Commanding Officer.

In December 1986 the MS-A authorised the introduction of changes to the questionnaire and its administration. The revised questionnaire was to be forwarded directly from 1 Psych Research Unit to each officer, and returned anonymously directly to the Unit. This revised procedure was instituted in February of 1987.

As at 6 April 1988, 429 questionnaires have been distributed by 1 Psych Research Unit. 293 have been returned; this report discusses the results from the 290 which had been coded into the computer data-base up to that date.

#### Method

A copy of the questionnaire is attached as Annex A. Upon receipt of advice from the MS-A of the acceptance of an officer's resignation, a copy of the questionnaire is forwarded directly to the officer by 1 Psych Research Unit. When the completed questionnaire is received back, the number on the back page is checked off against the mailing list and the then anonymous questionnaire is dispatched to a commercial bureau for encoding.

Data are stored and processed on a Prime 2350 using the SPSSX Release 2.1+ statistical software package. The data-base is maintained as a resource which may be accessed by any enquirer authorised by Director of Personnel Plans - Army (DPP-A), who now carries sponsorship of this survey.

In addition, specific comments made by officers in amplification or clarification of their responses are forwarded to DPP-A, and have recently been collated into a Research Note No 2/88 (in press). We have revised the questionnaire partly to bring it more into line with that of the OR Discharge Survey, in order to permit comparison and combination of the two data bases.

We have also arranged for a personalised covering letter to be sent to each Officer by the Chief of Personnel-Army, partly to encourage the officer to return the questionnaire.

### Results

Results are reported as valid percent unless otherwise noted. Where totals vary from 100% the reason is usually rounding error. The figures in brackets are those from an earlier report based on the first 163 returns, and issued in September 1987.

#### State of enlistment

QLD	25.2	(31.1)	NSW/ACT	33.1	(30.4)
VIC	19.0	(17.4)	SA	12.4	(11.2)
WA	6.6	( 7.5)	TAS	1.7	( 1.9)

#### Age at discharge

Age 25 to 40	55.5	(62)
Age 40+	42.7	(38)
Mean:	38.5	(38.4) years
Standard Deviation:	7.4	( 7.2) years

#### Sex

Male	91.2	(92.5)
Female	8.8	( 7.5)

#### Length of service

0 - 10 years	25.4	(25)
11-20 years	12.6	(14)
21-30 years	56.4	(57)
30+ years	6.2	(.6)

Substantive rank

Lieutenant	6.9	( 7.3)
Captain	25.7	(27.6)
Major	43.8	(43.6)
Lieutenant Colonel	18.8	(17.8)
Colonel	3.8	( 2.5)
Brigadier	1.0	( 1.2)

Corps

Staff	2.8	( 3.1)	RAADC	1.4	(1.2)
RAAC	3.1	( 3.7)	RAAOC	11.7	(9.8)
RAA	6.2	( 8.6)	RAEME	9.0	(8.6)
RAE	8.6	( 7.4)	RAAEC	3.4	(4.3)
RASVY	1.4	( 1.2)	RAAEC(PR)	1.0	(1.8)
RASIGS	7.9	( 8.6)	ALLC	1.0	(1.8)
RA INF	13.8	(13.5)	AACC	0.3	(0.6)
AA AVN	4.1	( 4.3)	AA PSYCH	2.1	(1.2)
AUST INT	3.8	( 4.9)	AABC	1.3	( .6)
RA CHD	.7	( — )	RAANC	3.1	(3.1)
RACT	7.2	( 6.1)	WRAAC	.3	( — )
RAAMC	5.9	( 5.5)			

Career division

GSO	66.8	(65)	PSO	14.9	(16)
SSO	18	(19)			

Entitled to pension

YES	63.1	(64.4)	NO	36.9	(35.6)
-----	------	--------	----	------	--------

Current employment area

Staff	58.6	(57.2)	Regimental	14.0	(15.1)
Training	9.5	( 9.4)	Command	7.7	( 8.2)

Reason for discharge

Resignation	93.8	(94.4)
Compulsory retiring age	.7	( 1.2)



Dependants

Have dependants	84.5	(85)
Average number of dependants	2.3	( 2.3)
Standard deviation	1.5	( 1.5)

Marital status

Married	82.7	(83.4)
Single (various)	17.3	(16.6)

Housing (owns a home)

YES	77.6	(80.4)	NO	22.4	(19.6)
-----	------	--------	----	------	--------

Accommodation (where living)

Own home	49.3	(52.7)
Living in	6.6	( 8.0)
MQ	18.6	(16.6)
Live out (assisted)	20.7	(18.4)
Live out (no assistance)	4.8	( 4.3)

Withdrew previous resignation

5.5	(0)
-----	-----

Future employment

Job to go to	65.6	(64.8)
No job to go to	34.4	(35.2)

Future job

Self employed	24.2	(26.9)
Govt., Semi-Govt., Local Govt.,	34.0	(38.9)
Private enterprise	35.6	(29.6)

Expected total income: present Army income

Much less	12.3	(13.4)
Less	19.4	(20.5)
Similar	22.9	(22.0)
More than	24.2	(23.6)
Much more	20.7	(19.7)

Relation of civilian job to present Army job

No relationship	29.8	(31.4)
Some relationship	35.8	(34.7)
Closely related	20.5	(21.5)
Very closely related	14.0	(12.4)

Actively seeking a job

19.3% of total (21.5)

Responses to the attitude items of the questionnaire are set out in tables in Annexes B to D.

### Discussion

In an earlier report (Research Report 2/87) we recommended that manpower attrition issues be examined in terms of the view of job change behaviour expounded by Rand researchers Stolzenberg and Winkler (1983). In our opinion, unless some such framework is adopted it is difficult to make sense of some job change phenomena, and there is a danger of misinterpretation of particular events.

The basis of the Stolzenberg and Winkler theory lies in early social psychology research by Thibaut and Kelley (1959) into group membership behaviour, and of Simon (1958) into reasons that people leave groups.

Briefly, the notion of these authors is that in determining his level of satisfaction with membership of a group (or employment in a job) the individual conducts a kind of costs/benefits analysis. In other words, he weighs the demands (of the job) against the rewards. Demands may include hours of work, physical demands, pressures on family life, interpersonal conflicts, and so on. Rewards might include tangible benefits (pay, leave, housing) as well as intangible benefits - security, acceptance by peers, comradeship, and so on.

It is apparent that this comparison of costs and benefits is not conducted in any formal or objective way. On the contrary it is highly subjective. Each item in the equation is given the value which the individual group member attaches to it. Some items which an objective assessment would regard as essential, may be overlooked or discounted, so that they hardly figure at all.

Stolzenberg and Winkler (after Thibaut and Kelley) call the outcome of this assessment the "comparison level" (CL). They argue that dissatisfaction with group membership (or employment) will arise when the costs side of the equation is found to outweigh the benefits side. Dissatisfaction alone, however, will not precipitate job change. What it may initiate is a search for an alternative group (job). The alternative will itself be subjected to a costs/benefits analysis, once again probably highly subjective and impressionistic. It is when the comparison level of an alternative is at a more highly positive level than current group membership or employment that change will tend to take place.

This rather lengthy preamble is intended to clarify the following point. The results presented in this report suggest that the sources of dissatisfaction of those Army officers whose opinions are presented are not principally on the rewards side of

the CL equation. No doubt they would accept an increase in the rewards for Army service if that were possible. However, it seems to be of greater concern to them to have the costs reduced. They seem to be saying "we have to give too much" rather than "we want more".

The costs are considered to include:

- a. a perceived lack of challenge and variety in the postings that lie ahead of them (72%);
- b. the impact of postings on childrens' education, spouse employment and living accommodation (home ownership, standard of married quarters, living in one place);
- c. deficiencies of career management and leadership;
- d. the constant erosion of financial conditions of service; and
- e. the perception that the Army, the community and politicians do not value their contribution.

The kinds of improvements that it is said would affect their decision to leave are reflections of these concerns, though it would not be true to say that financial considerations are not at issue.

Perhaps others may say in response to these remarks that the Officer Resignation Survey is biased toward the costs side. To this we would respond that every cost is the negative side of a potential reward. For example, if career management were seen as humane, considerate, sensitive and fair, it might be allotted to the "rewards" side of the equation. If leaders were thought to be committed, selfless and courageous, the perception would be a positive influence in the equation.

Naturally in seeking to find out why people leave an organisation, one tends to ask, "What is wrong? Why are you unhappy?" Rather than rely on people's capacity for introspection and self analysis, the survey presents an array of the reasons that have been offered by those officers previously surveyed. If they were highly satisfied, respondents would be inclined to rate costs as of negligible impact on them.

This consideration raises another important point. Whenever a factor analysis is conducted on data such as that presented here, the structure that emerges is of one global wide-ranging factor accounting for a large amount of the variance, followed by a relatively large number of specific factors each accounting for small amounts of variance. What this suggests is that responses to a questionnaire of this kind are highly related to a global, "feeling tone", or emotional element which may be something akin to morale, which usually emerges as Factor 1.

Morale has been a famously elusive and frustrating subject of study and philosophising. We suggest that there is little to be gained from the conclusion that opinions are negative because morale is low. It may be that morale is low because opinions are negative.

We suggest that addressing the costs/benefits equation proposed above is likely to be much more fruitful. Reduction, through management initiatives, of those costs that have been identified, and if possible transforming them into benefits, seems to be the most promising prospect.

Much has been made recently of the idea that a fair proportion of the officers resigning are leaving because they have an entitlement to pension.

This attempt to account for the current level of resignations ignores the following:

- a. over a third of the sample we have examined here does not have such an entitlement;
- b. only 58% of those leaving regarded their pension entitlement as significantly involved in their decision to leave;
- c. the amount of the benefits entailed is slight (lump sum benefits typically amount to less than two years' salary). Though it might tip the balance, it would not of itself cause people to leave, especially if the pension entitlement for service to retirement represented an incentive to stay.

Though Annex C of this report sets out the attitude items of the questionnaire on which the two groups differ significantly, it should be noted that they agree about more questions than they differ over. Considering the demographic

differences between the groups (age, marital status, length of service, number of dependants) it would be surprising if there were no differences in their attitudes. Lumping all these elements together and labelling the bundle "entitlement to pension" may be misleading in that it directs attention principally to the financial aspect alone.

#### Conclusion

The Officer Resignation Survey has provided a body of information which ought to provide some answers to the question of why officers are choosing to leave the Army. How effectively it does this depends on how intelligently and creatively the information is examined and applied.

It would be interesting to know the views of the 130 officers who chose not to return a questionnaire, and why they chose not to.

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- March, J.O., & Simon, H.A. (1958). Organizations. New York: Wiley.
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- Stolzenberg, R.M., & Winkler, J.D. (1983). Voluntary Terminations From Military Service. Santa Monica, CA: Rand Corporation.
- Thibaut, J.W., & Kelley, H.H. (1959). The Social Psychology of Groups. New York: Wiley.

ANNEX A

Pilot Nov 86

STAFF-IN-CONFIDENCE

(When Completed)

OFFICER RESIGNATION QUESTIONNAIRE

General Instructions

As part of the discharge procedure, all officers resigning their commission are being asked to complete an officer resignation questionnaire. This questionnaire will provide valuable information on why officers are resigning and will give the Army a better idea of the needs of its officers.

Responses to the questionnaire will be treated in the utmost confidence. The case number below will be used only by 1 Psych Research Unit as a check that the questionnaire has been returned. Once it is returned, the front page will be destroyed and no attempt will be made to link responses to individuals.

Completed copies of the questionnaire are to be sealed in the envelopes provided and returned to 1 Psych Research Unit.

Questions relating to the interpretation of the questionnaire may be directed to 1 Psych Research Unit on (062) 466216.

STAFF-IN-CONFIDENCE

(When Completed)



A-2  
STAFF-IN-CONFIDENCE  
(When Completed)

INSTRUCTIONS

Please answer section 1 of the questionnaire by using the codes listed after the question. The code selected should be entered in the box on the right hand side of the page. Question 1 has been answered as an example.

SECTION 1

CARD 1

1. Service

NAVY = 1      ARMY = 2      AIR FORCE = 3

☒ 2

2. Today's Date

eg 13 Jun 86 =

1-6

3. State of Enlistment

QLD = 1    NSW/ACT = 2    VIC = 3    SA = 4,  
WA = 5    TAS = 6    NT = 7    PNG = 8

☐ 7

4. Date of Discharge

What is your intended date of discharge?

8-13

5. Age at date of discharge (in years)

14-15

6. Sex

MALE = 1      FEMALE = 2

☐ 16

7. Full Time Service

How many years and months of full time service will you have completed when you leave the Army (include all periods of full-time service)

17-20

eg 9 years 7 months =

8. Rank

a. What is your worn rank?

Lieutenant      = 1  
Captain          = 2  
Major            = 3  
Lieutenant Colonel = 4  
Colonel          = 5  
Brigadier or above = 6

☐ 21

STAFF-IN-CONFIDENCE  
(When Completed)

A-3  
STAFF-IN-CONFIDENCE  
(When Completed)

b. What is your substantive rank?

Lieutenant	= 1
Captain	= 2
Major	= 3
Lieutenant Colonel	= 4
Colonel	= 5
Brigadier or above	= 6

☐ 22

9. Corps

What is your current Corps?

STAFF	= 01	RAADC	= 13
RAAC	= 02	RAAOC	= 14
RAA	= 03	RAEME	= 15
RAE	= 04	RAAEC	= 16
RASVY	= 05	RAAEC (PR)	= 17
RASIGS	= 06	AALC	= 18
RAINF	= 07	AACC	= 19
AA AVN	= 08	RACMP	= 20
AUST INT	= 09	AA PSYCH	= 21
RA ChD	= 10	AABC	= 22
RACT	= 11	RAANC	= 23
RAAMC	= 12	WRAAC	= 24
		NOT ALLOCATED	= 25

☐ 23-24

10. Career Division

GSO = 1  
PSO = 2  
SSO = 3

☐ 25

11. Avenue of Entry to Commission

What was your avenue of entry into your commission in the current period of full-time service?

RMC/ADFA	= 01	National Service/OTU	= 06
RMC of A/		Undergraduate Entry	= 07
OCS/WRAAC OCS	= 02	Ex Other Force	= 08
Direct Entry	= 03	Ex ARes	= 09
Ex Other Rank	= 04	Other (Please Specify)	= 10
Ex ARA Officer	= 05		

☐ 26-27

12. Pension Entitlement

Are you entitled to a service pension on discharge?

YES = 1 NO = 2

☐ 28

STAFF-IN-CONFIDENCE  
(When Completed)

A-4  
STAFF-IN-CONFIDENCE  
(When Completed)

13. Pension Portability

Are you transferring your service pension to the public service or some similar authority?

☐

29

YES = 1 NO = 2

14. Current Employment Area

Staff	= 1	Representational	= 5
Regimental	= 2	ARes Cadre	= 6
Training	= 3	Other (Please	
Command	= 4	Specify)	= 7

☐

30

15. Staff Employment Area

If you answered '1' to the previous question, indicate the staff area in which you are currently employed.

☐

31

Operations	= 1
Personnel Management	= 2
Logistics	= 3
Accommodation and Works	= 4
Computer Management	= 5
Training Management	= 6
Materiel Management	= 7
Other (Specify Below)	= 8

16. Reason for Discharge

Why are you leaving the Army?

☐

32

Resignation.....	1
Reached Compulsory Retiring Age.....	2
Medical Reasons.....	3
Expiration of Short Service Commission..	4
Other (Please Specify Below).....	5

17. Financial Dependants

How many people are dependent on you for financial support? (Include both those persons living with you and those not living with you on a full time basis)

☐

33

STAFF-IN-CONFIDENCE  
(When Completed)

A-5  
STAFF-IN-CONFIDENCE  
(When Completed)

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18. Marital Status

What is your current marital status? ☐ 34

Single = 1  
Married = 2  
Defacto (service recognised) = 3  
Defacto (non service recognised) = 4  
Separated = 5  
Divorced = 6  
Widowed = 7

19. Dependants' Accommodation

Indicate the number of dependants, by age,  
WHO LIVE WITH YOU.

0 - 5 years..... ☐ 35  
6 - 12 years..... ☐ 36  
13 - 18 years..... ☐ 37  
19 - 25 years..... ☐ 38  
26 - 35 years..... ☐ 39  
36 - 55 years..... ☐ 40  
56 or more years..... ☐ 41

20. Housing

a. Have you purchased or are you purchasing you own  
home? ☐ 42  
YES = 1 NO = 2

b. In what kind of accommodation do you live? ☐ 43  
Own Home = 1  
Living In = 2  
Married Quarter = 3  
Living out with some form of service  
assistance (eg LOA, TRA) = 4  
Living out without service assistance = 5  
Other (Please Specify Below) = 6

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STAFF-IN-CONFIDENCE  
(When Completed)

A-6  
STAFF-IN-CONFIDENCE  
(When Completed)

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21. Resignation Application

- a. Have you previously made an application for resignation and then withdrawn your application? ☐ 44

YES = 1 NO = 2

- b. If you answered YES to question 21a, what was the MAIN reason for withdrawing your application? ☐ 45

Financial or economic reasons = 1  
Family reasons = 2  
Educational reasons = 3  
Prospect of commutation and pension = 4  
Chance of promotion = 5  
No job to go to = 6  
Posted in the same location = 7  
Posted to another location = 8  
Other (Please Specify Below) = 9

---

22. Future Employment

- a. Do you have a job to go to when you leave the Army? ☐ 46

YES = 1 NO = 2

- b. If you answered YES,

1. In which area of employment have you secured a job? ☐ 47

Self employment = 1  
Government, semi-government  
or local government = 2  
Private enterprise = 3  
Other = 4

(Please state the job)

- 
11. How does your expected total income compare with your current Army income? ☐ 48

Much less than = 1  
Less than = 2  
Similar to = 3  
More than = 4  
Much more than = 5

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STAFF-IN-CONFIDENCE  
(When Completed)

A-7

STAFF-IN-CONFIDENCE  
(When Completed)

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iii. In general terms, how closely related is your civilian job to your Army training and past Army career? ☐ 49

No relationship = 1  
Some relationship = 2  
Closely related = 3  
Very closely related = 4

c. If you answered NO to question 22a, are you actively seeking a job? ☐ 50

YES = 1 NO = 2

---

SECTION 2

Listed below are some reasons officers give for leaving the Army. Consider each of these and rate how much influence each of the issues has had on YOUR decision to leave the Army. Use the number to indicate the amount of influence. For example, if reason 1 had a moderate influence on your decision to leave write a 3 in the box to the right of that statement. You may find that some reasons do not apply to you. If this is the case, place a zero in the box.

0 = NOT APPLICABLE  
1 = NO INFLUENCE ON DECISION  
2 = SLIGHT INFLUENCE  
3 = MODERATE INFLUENCE  
4 = CONSIDERABLE INFLUENCE  
5 = VERY CONSIDERABLE INFLUENCE

- |    |  |                             |
|----|--|-----------------------------|
| 1. | The effect of moving home on your children's education | <input type="checkbox"/> 51 |
| 2. | The effect of a move on spouse's occupation/career     | <input type="checkbox"/> 52 |
| 3. | The effect of the time away from your family           | <input type="checkbox"/> 53 |
| 4. | Medical needs of family member                         | <input type="checkbox"/> 54 |
| 5. | Your spouse's attitude to service life                 | <input type="checkbox"/> 55 |
| 6. | Posting with companion/spouse is not possible          | <input type="checkbox"/> 56 |
| 7. | Entitlement to commutation benefits                    | <input type="checkbox"/> 57 |
- 

STAFF-IN-CONFIDENCE  
(When Completed)

A-8  
STAFF-IN-CONFIDENCE  
(When Completed)

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0 = NOT APPLICABLE  
1 = NO INFLUENCE  
2 = SLIGHT INFLUENCE  
3 = MODERATE INFLUENCE  
4 = CONSIDERABLE INFLUENCE  
5 = VERY CONSIDERABLE INFLUENCE

8.	Lack of overseas postings	<input type="checkbox"/>	58
9.	A desire to stay in one place	<input type="checkbox"/>	59
10.	A desire to change locations	<input type="checkbox"/>	60
11.	Future work locations	<input type="checkbox"/>	61
12.	Your promotion expectations	<input type="checkbox"/>	62
13.	Future types of jobs	<input type="checkbox"/>	63
14.	Non-use of professional skills	<input type="checkbox"/>	64
15.	Desire to try talents in civilian employment	<input type="checkbox"/>	65
16.	Expected income outside the Army	<input type="checkbox"/>	66
17.	Expected frequency of location changes	<input type="checkbox"/>	67
18.	The standard of Army married quarters	<input type="checkbox"/>	68
19.	Limited supply of Army married quarters	<input type="checkbox"/>	69
20.	The location of Army married quarters	<input type="checkbox"/>	70
21.	Desire to live in your own home	<input type="checkbox"/>	71
22.	The requirement to live in Army married quarters	<input type="checkbox"/>	72
23.	The requirement to live in Army messes	<input type="checkbox"/>	73
24.	Army does not appreciate your worth	<input type="checkbox"/>	74
25.	Army career management	<input type="checkbox"/>	75
26.	Day to day personnel management	<input type="checkbox"/>	76
27.	Your expectations of the Army	<input type="checkbox"/>	77
28.	Decline in responsibility for rank	<input type="checkbox"/>	78
29.	Unwillingness of superiors to delegate	<input type="checkbox"/>	79

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STAFF-IN-CONFIDENCE  
(When Completed)

A-9  
STAFF-IN-CONFIDENCE  
(When Completed)

0 = NOT APPLICABLE  
1 = NO INFLUENCE  
2 = SLIGHT INFLUENCE  
3 = MODERATE INFLUENCE  
4 = CONSIDERABLE INFLUENCE  
5 = VERY CONSIDERABLE INFLUENCE

CARD 2

- |     |  |                          |   |
|-----|--|--------------------------|---|
| 30. | General decline in military discipline and/or traditional values | <input type="checkbox"/> | 1 |
| 31. | Civilian counterparts are better off                             | <input type="checkbox"/> | 2 |
| 32. | Possible changes to retirement benefits                          | <input type="checkbox"/> | 3 |
| 33. | Community attitudes to Defence Forces and its members            | <input type="checkbox"/> | 4 |
| 34. | Government attention to Defence issues                           | <input type="checkbox"/> | 5 |
| 35. | Lack of well-defined role for Army                               | <input type="checkbox"/> | 6 |
| 36. | Moral issues associated with serving in the Army                 | <input type="checkbox"/> | 7 |
| 37. | Financial conditions of service<br>Please Specify _____          | <input type="checkbox"/> | 8 |

MALES: MISS QUESTIONS 38 - 41

- |     |   |                          |    |
|-----|---|--------------------------|----|
| 38. | To have a child                         | <input type="checkbox"/> | 9  |
| 39. | To spend more time with child/children  | <input type="checkbox"/> | 10 |
| 40. | Limited career options for servicewomen | <input type="checkbox"/> | 11 |
| 41. | Male attitudes toward female members    | <input type="checkbox"/> | 12 |

ALL PERSONNEL

- |     |  |
|-----|--|
| 42. | Any other reasons not covered above?<br>Please specify _____<br>_____<br>_____ |
|-----|--|

STAFF-IN-CONFIDENCE  
(When Completed)



A-10

**STAFF-IN-CONFIDENCE**  
(When Completed)

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What do you consider to be the MAIN reason for your leaving the Army?  
Please specify \_\_\_\_\_

Was there any reason which you considered to be the 'last straw'?  
Please specify \_\_\_\_\_

END OF SECTION 2

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**SECTION 3**

Consider whether improvements in the factors listed below would have influenced you to stay in the Army. Place the number which indicates the amount of influence in the box to the right of the statement. You may notice that some factors do not apply to you. If this is the case, place a zero in the box.

- 0 = NOT APPLICABLE  
1 = NO INFLUENCE  
2 = SLIGHT INFLUENCE  
3 = MODERATE INFLUENCE  
4 = CONSIDERABLE INFLUENCE  
5 = VERY CONSIDERABLE INFLUENCE

- |    |   |                          |    |
|----|---|--------------------------|----|
| 1. | More challenging future postings                        | <input type="checkbox"/> | 13 |
| 2. | Reduced frequency of postings                           | <input type="checkbox"/> | 14 |
| 3. | Same frequency of postings but reduced location changes | <input type="checkbox"/> | 15 |
| 4. | Posting to one location after 20 years                  | <input type="checkbox"/> | 16 |
| 5. | Increased opportunity for overseas postings             | <input type="checkbox"/> | 17 |
| 6. | Greater job variety                                     | <input type="checkbox"/> | 18 |
| 7. | Improved job opportunities for PSOs                     | <input type="checkbox"/> | 19 |

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**STAFF-IN-CONFIDENCE**  
(When Completed)

A-11  
STAFF-IN-CONFIDENCE  
(When Completed)

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0 = NOT APPLICABLE  
1 = NO INFLUENCE  
2 = SLIGHT INFLUENCE  
3 = MODERATE INFLUENCE  
4 = CONSIDERABLE INFLUENCE  
5 = VERY CONSIDERABLE INFLUENCE

- |       |  |                          |    |
|-------|--|--------------------------|----|
| 8.    | More weight given to merit than seniority in promotion   | <input type="checkbox"/> | 20 |
| 9.    | Greater acceleration of promotion for persons of demonstrated performance                      | <input type="checkbox"/> | 21 |
| 10.   | More open career management  | <input type="checkbox"/> | 22 |
| 11.   | Less time away from home on courses  | <input type="checkbox"/> | 23 |
| 12.   | Greater opportunity for professional development   | <input type="checkbox"/> | 24 |
| 13.   | The availability of a better resettlement package on reaching <u>compulsory</u> retirement age | <input type="checkbox"/> | 25 |
| 14.   | Stronger values of military discipline and traditions  | <input type="checkbox"/> | 26 |
| 15.   | No further erosion of conditions of service  | <input type="checkbox"/> | 27 |
| 16.   | Improved standard of married quarters  | <input type="checkbox"/> | 28 |
| 17.   | Improved location of married quarters  | <input type="checkbox"/> | 29 |
| 18.   | Increased number of married quarters   | <input type="checkbox"/> | 30 |
| 19.   | Better Defence Services Home Loan<br>Specify improvements _____                                | <input type="checkbox"/> | 31 |
| <hr/> |  |                          |    |
| 20.   | Reassurance about continuing DFRLB availability  | <input type="checkbox"/> | 32 |
| 21.   | Reversal of DFRDB lump sum taxation changes  | <input type="checkbox"/> | 33 |
| 22.   | More frequent pay and allowances reviews   | <input type="checkbox"/> | 34 |
| 23.   | Higher pay   | <input type="checkbox"/> | 35 |
| 24.   | More pay increments for time in rank   | <input type="checkbox"/> | 36 |
| 25.   | Full removal for single personnel  | <input type="checkbox"/> | 37 |
- 

STAFF-IN-CONFIDENCE  
(When Completed)

STAFF-IN-CONFIDENCE  
(When Completed)

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	0 = NOT APPLICABLE	
	1 = NO INFLUENCE	
	2 = SLIGHT INFLUENCE	
	3 = MODERATE INFLUENCE	
	4 = CONSIDERABLE INFLUENCE	
	5 = VERY CONSIDERABLE INFLUENCE	
26.	Family retained in one location during critical years of each child's education	<input type="checkbox"/> 38
27.	Financial incentive (as well as a removal allowance) for location change	<input type="checkbox"/> 39
28.	A more positive commitment shown by politicians toward the Defence Forces and national defence	<input type="checkbox"/> 40
29.	A better understanding by politicians of problems of Army personnel	<input type="checkbox"/> 41
30.	A more positive commitment shown by senior officers towards service conditions	<input type="checkbox"/> 42
31.	A more positive commitment shown by senior officers towards defence issues	<input type="checkbox"/> 43
32.	If manpower, equipment and resource reductions were stopped	<input type="checkbox"/> 44
33.	More realistic training	<input type="checkbox"/> 45
34.	Better communication to all rank levels by senior officers	<input type="checkbox"/> 46
35.	Greater loyalty from senior officers	<input type="checkbox"/> 47
36.	Better leadership by superiors	<input type="checkbox"/> 48
37.	Greater responsibility and more autonomy in work tasks	<input type="checkbox"/> 49
38.	Less bureaucracy	<input type="checkbox"/> 50
39.	Greater pay increments for LTCOL and above	<input type="checkbox"/> 51
40.	Reduced extra-regimental work requirements	<input type="checkbox"/> 52
41.	Removed penalty on pension for early retirement	<input type="checkbox"/> 53

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STAFF-IN-CONFIDENCE  
(When Completed)

A-13

**STAFF-IN-CONFIDENCE**  
(When Completed)

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Are there any other factors which may have  
convinced you to stay in the Army?

Please specify \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
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Any other comments?

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Thank you for your cooperation

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**STAFF-IN-CONFIDENCE**  
(When Completed)

ANNEX B

Officer Resignation Survey

The First Year

The following table shows the percentage of respondents who indicated that a factor was of moderate to very considerable influence on their decision to leave the Army. The items are arranged in descending order by percentage. The figure in column N indicates the total number of respondents who found the item applicable to them (out of 290).

Table 1

Section 2. Reasons for Leaving

<u>ITEM</u>	<u>%</u>	<u>N</u>
(a)	(b)	(c)
13. Future types of jobs	71.5	271
01. The effect of moving home on your children's education	69.9	186
25. Army career management	67.0	276
09. A desire to stay in one place	65.3	271
15. Desire to try talents in civilian employment	63.7	256
21. Desire to live in your own home	62.6	254
40. Limited career options for servicewomen	60.7	28
11. Future work locations	58.8	260
27. Your expectations of the Army	58.1	271
07. Entitlement to commutation benefits	57.8	213

(a)	(b)	(c)
34. Government attention to Defence issues	56.3	270
12. Your promotion expectations	56.3	263
37. Financial conditions of service	54.9	255
17. Expected frequency of location changes	53.5	258
02. The effect of a move on spouse's occupation/career	52.3	195
14. Non-use of professional skills	51.8	249
28. Decline in responsibility for rank	49.4	258
24. Army does not appreciate your worth	47.8	247
31. Civilian counterparts are better off	47.3	258
16. Expected income outside the Army	47.3	260
32. Possible changes to retirement	44.8	261
26. Day to day personnel management	42.2	268
18. The standard of Army married quarters	39.7	199
35. Lack of well-defined role for Army	39.1	261
30. General decline in military discipline and/or traditional values	37.2	259
29. Unwillingness of superiors to delegate	35.9	249

	(a)	(b)	(c)
03. The effect of the time away from your family	34.4	226	
20. The location of Army married quarters	30.3	195	
06. Posting with companion/spouse is not possible	28.9	77	
08. Lack of overseas postings	28.9	239	
39. To spend more time with child/children	26.7	30	
33. Community attitudes to Defence Forces and its members	26.6	252	
41. Male attitudes toward female members	25.0	28	
22. The requirement to live in Army married quarters	23.3	189	
05. Your spouse's attitude to service life	22.5	212	
19. Limited supply of Army married quarters	20.6	194	
36. Moral issues associated with serving in the Army	15.3	229	
38. To have a child	14.3	29	
23. The requirement to live in Army messes	13.8	130	
10. A desire to change locations	13.1	214	
04. Medical needs of family member	8.3	110	

ANNEX C

Officer Resignation Survey

The First Year

The following table shows the percentage of respondents who indicated that improvements in the particular area would have been of moderate to very considerable influence in keeping them in the Army. Items are arranged in descending order by percentage. The figure in column N indicates the total number of respondents who found the item applicable to them (out of 290).

Table 2

Section 3. Reasons for Staying

<u>ITEM</u>	<u>%</u>	<u>N</u>
(a)	(b)	(c)
26. Family retained in one location during critical years of each child's education	74.9	220
38. Less bureaucracy	73.6	276
30. A more positive commitment shown by senior officers towards service conditions	70.4	274
15. No further erosion of conditions of service	68.1	274
10. More open career management	64.6	269
28. A more positive commitment shown by politicians toward the Defence Forces and national defence conditions of service	64.2	274



(a)	(b)	(c)
29. A better understanding by politicians of problems of Army personnel	62.0	274
37. Greater responsibility and more autonomy in work tasks	59.2	267
36. Better leadership by superiors	59.2	273
35. Greater loyalty from senior officers	59.1	274
09. Greater acceleration of promotion for persons of demonstrated performance	56.9	262
23. Higher pay	56.9	269
22. More frequent pay and allowances reviews	56.3	270
31. A more positive commitment shown by senior officers towards defence issues	56.1	269
32. If manpower, equipment and resource reductions were stopped	55.8	271
12. Greater opportunity for professional development	54.6	262
13. The availability of a better resettlement package on reaching compulsory retirement age	54.1	223
08. More weight given to merit than seniority in promotion	53.7	260
01. More challenging future postings	53.6	269

	(a)	(b)	(c)
19. Better Defence Services Home Loan		52.1	245
24. More pay increments for time in rank		51.9	268
27. Financial incentive (as well as a removal allowance) for location change		51.8	251
05. Increased opportunity for overseas postings		51.7	260
21. Reversal of DFRDB lump sum taxation changes		51.2	262
34. Better communication to all rank levels by senior officers		51.1	272
39. Greater pay increments for LTCOL and above		50.9	173
20. Reassurance about continuing DFRDB availability		49.4	261
07. Improved job opportunities for PSOs		48.5	73
33. More realistic training		46.6	265
41. Removed penalty on pension for early retirement		45.7	223
03. Same frequency of postings but reduced location changes		44.9	257
04. Posting to one location after 20 years		44.4	217

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(a)	(b)	(c)
<hr/>		
25. Full removal for single personnel	44.3	122
02. Reduced frequency of postings	41.6	255
16. Improved standard of married quarters	41.1	220
17. Improved location of married quarters	39.1	216
40. Reduced extra-regimental work requirements	38.3	256
14. Stronger values of military discipline and traditions	34.6	264
06. Greater job variety	29.6	261
18. Increased number of married quarters	28.6	214
11. Less time away from home on courses	21.6	241

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ANNEX D

Officer Resignation Survey

The First Year

The following table compares the responses of officers resigning with a pension entitlement, to those of officers resigning without such an entitlement. This factor of course represents only one of the variables of interest in the career decision field.

Using the Mann-Whitney U Test the items have been ranked in descending order of statistical significance. Non-significant items ( $p > .05$ ) have been omitted.

'X' indicates which group rated the item to be of greater influence.

Table 3

Section 2. Reasons for Leaving

<u>ITEM</u>	<u>ENTITLED TO PENSION</u>	<u>NOT ENTITLED TO PENSION</u>
(a)	(b)	(c)
07. Entitlement to commutation benefits	X	
14. Non-use of professional skills		X
32. Possible changes to retirement benefits	X	
03. The effect of the time away		X
15. Desire to try talents in civilian employment		X

(a)	(b)	(c)
05. Your spouse's attitude to service life		X
29. Unwillingness of superiors to delegate	X	
34. Government attention to Defence issues	X	
13. Future types of jobs		X
30. General decline in military discipline and/or traditional values	X	
31. Civilian counterparts are better off		X
39. To spend more time with child/children		X
27. Your expectations of the Army		X
25. Army career management		X
06. Posting with companion/spouse is not possible		X
02. The effect of a move on spouse's occupation/career		X

Table 4

Section 3. Reasons for Staying

<u>ITEM</u>	<u>ENTITLED TO PENSION</u>	<u>NOT ENTITLED TO PENSION</u>
(a)	(b)	(c)
04. Posting to one location after 20 years	X	
11. Less time away from home on courses		X
13. The availability of a better resettlement package on reaching <u>compulsory</u> retirement age	X	
20. Reassurance about continuing DFRDB availability	X	
12. Greater opportunity for professional development		X
30. A more positive commitment shown by senior officers towards service conditions	X	
31. A more positive commitment shown by senior officers towards defence issues	X	
21. Reversal of DFRDB lump sum taxation changes	X	
07. Improved job opportunities for PSOs	X	
01. More challenging future postings		X
15. No further erosion of conditions of service	X	
40. Reduced extra-regimental work requirements		X

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(a)	(b)	(c)
<hr/>		
27. Financial incentive (as well as a removal allowance) for location change	X	
14. Stronger values of military discipline and traditions	X	
24. More pay increments for time in rank	X	

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